

ECONOMIC DEVELOPMENT

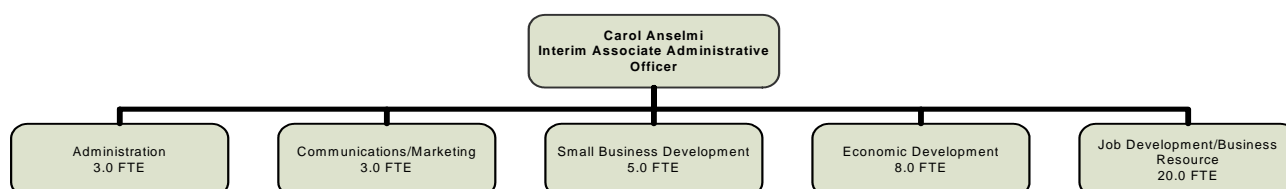
ECONOMIC DEVELOPMENT

Carol A. Anselmi

I. MISSION STATEMENT

The mission of the Economic Development Agency is to maximize the standards of living of the County's residents, provide economic opportunities to the County's businesses, foster a competitive environment and position the County as a highly competitive region for business opportunities.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Economic Development Agency (EDA) was formed as a result of the May 3, 2005 (Item #90) Board action approving the County organizational restructuring. One of the goals of the reorganization was to strengthen the County's overall economic development efforts by consolidating various economic development and business promotional functions into a new group of three departments, along with the creation of an Economic Development Function that reports directly to the County Administrative Officer. The Economic Development Agency was created by moving the Community Development and Housing Department (formerly the Department of Economic and Community Development), the Redevelopment Agency, and the Workforce Development Department (formerly Jobs and Employment Services Department) from the Economic Development/Public Services Group to the Economic Development Agency, and creating an Economic Development Function within the newly created Agency. In addition, the Economic Promotion and the Small Business Development programs were transferred to the Economic Development Function.

The Economic Development Agency was created to successfully implement the recommendations and strategies contained in Dr. John Husing's report for improving the County's current economic development efforts, and to intelligently plan for the explosive growth and development the County now faces. The report, which had been requested by the Board to help develop a countywide economic development strategy to serve as a basic framework for policy decision-making, was received by the Board on April 12, 2005 (Item #50).

The Economic Development Agency's major goals are to develop and implement a countywide economic development strategy that will maximize the standards of living of the County's residents, provide economic opportunities to the County's businesses, foster a competitive environment and position the County as a highly competitive region for business opportunities.

The new Economic Development Agency focuses on demand-driven programs in economic development including business attraction, retention and expansion, marketing, job development and city-county collaboration. Using the countywide economic development strategy developed by Dr. Husing the Economic Development Agency provides or is developing the following services and/or programs:

Business Specialists (Job Development/Business Resources) Unit

- Job Identification (generate job orders from employers), which remains one of the primary functions of Job Developers
- Training Identification (for employers including OJT and customized training), which remains one of the primary functions of Job Developers.
- Economic Intelligence (conduit for information between business & industry and the County)



- Red Teams (retention efforts for at-risk businesses)
- Ombudsmen (assist businesses in accessing County, City and other agency services)
- Business Sector Advisors (educate and assist business groups in formation and operation and provide conduit between businesses, agencies and educators)
- Zone Conveners (develop and maintain relationships between economic development professionals in each zone to coordinate efforts)

Economic Development Specialists Unit

- Business Resource Centers (coordinate and direct business services at the Centers)
- High Technology and Growth Industry Development (provide linkages for businesses with public agencies, educational institutions and organizations serving this sector)
- Liaison Services (permitting and land use issues, building & safety issues, redevelopment, departmental assistance including Environmental Health, Solid Waste, Public Works and Real Estate Services)
- International Trade
- Alliance for Education (economic development support for regional task forces)
- Attraction & Site Selection (lead generation, follow-up and project assistance)
- City-County Relations/Collaborations
- Business Services and Demographics
- Regional Cooperation (participation in regional associations active in economic development efforts)
- Transient Occupancy Tax Administration
- Aqua Mansa Enterprise Zone Administration
- Business Retention and Red Team Efforts (coordinate efforts of agencies/entities to retain existing businesses)
- Travel and Tourism

Office of Small Business Development (procurement assistance/loan packaging) & Loan Programs

- Loan Programs and Assistance (SBA, Microloan and BusEx)
- Procurement Assistance (business assistance for County and other public agency procurement opportunities)

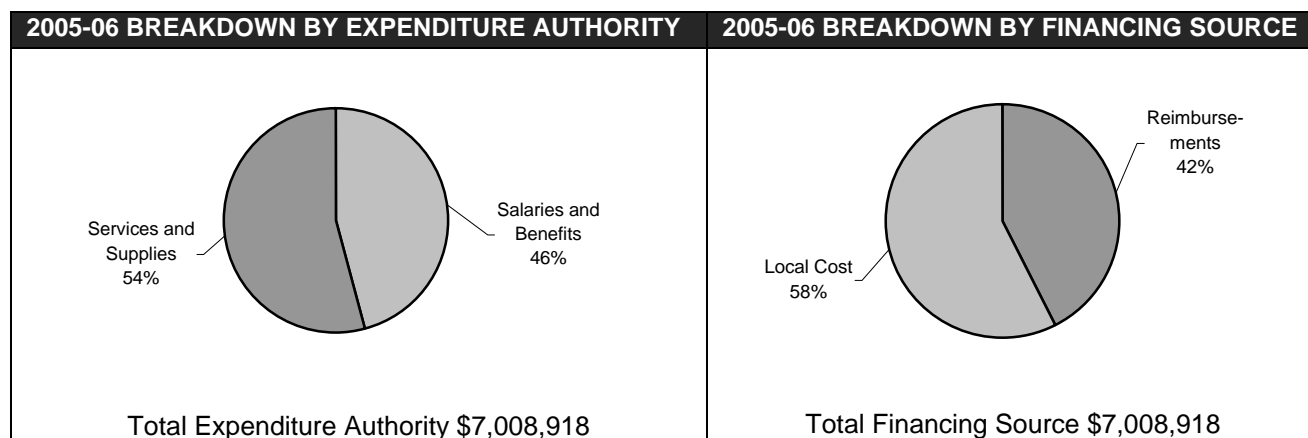
Communications/Marketing Unit

- Marketing and Advertising (promote the County's business, economic development, workforce development and redevelopment programs and services)
- Business Attraction Marketing, Organization Participation and Memberships (IEEP, Chambers and other business & professional organizations)
- Public Relations (develop awareness of County outside of area, develop awareness of County Economic Development Agency programs within County and maintain relationships with media including producing press releases)
- Grant Writing (coordinate the efforts of the Agency's departments in preparing grant applications)
- Tradeshow Coordination (CORENET, NAIOP, Local Tradeshows and others as identified)

One-time Projects

- Tradeshow Booth/Display (Communications/Marketing Unit)
- Website Development (Communications/Marketing Unit)
- Customer Service and Project Tracking Software (Economic Development Specialists Unit)
- Business Resource Center for East Valley (Job Development/Business Resource Unit)
- Tenant Improvements for Office Space (Economic Development Agency Administration)
- Computer and Communication Equipment (Economic Development Agency Administration)
- Consultants to Complete Studies and Develop Programs (Economic Development Agency Administration)
- Business Attraction and Marketing Strategic Plan Development (Communications/Marketing Unit & Economic Development Agency Administration)

IV. 2005-06 BUDGET



V. GOALS & 2006-07 OBJECTIVES AT CURRENT FUNDING LEVELS

GOALS	2006-07 OBJECTIVES
1. Retain businesses currently located in the county.	<p>A. Coordinate and market County services for businesses. This will include the design, implementation, and marketing of a user-friendly website for use by businesses seeking information about the County's services. There will also be the development of an East Valley Business Resource Center with a Resource Library to compliment the High Desert & West End Centers.</p> <p>B. Provide financial & procurement assistance to micro-enterprise and small businesses.</p> <p>C. Identify employment needs of businesses and recruit for those positions</p> <p>D. Provide liaison services to businesses with other County Departments and Agencies.</p>
2. Attract new business and investment in the county.	<p>A. Raise awareness of the competitiveness of San Bernardino County to increase inquires and generate leads by businesses. This will be done through the design, implementation, and marketing of a user-friendly website for use by businesses seeking information about the County's competitive advantages.</p> <p>B. Participate in three major tradeshows to generate leads and interest in the County. At the NAIOP, CoreNet, and ICSC tradeshows the agency will establish sponsorships and will design and develop a display booth.</p> <p>C. Network the County with necessary trade organizations and develop contacts with international trade experts in Asia and Mexico.</p>



VI. PERFORMANCE MEASURES AT CURRENT FUNDING LEVELS

OBJT.	MEASUREMENT	2006-07 (Projected)
1A.	Respond to business requests for assistance within 24 hours	100%
1B.	Streamline and shorten cycles for financial technical assistance and procurement assistance reducing time for final approval.	50% Reduction
1C.	Develop relationships and networks with businesses to identify their hiring needs and work with WDD and TAD to place their clients into those positions within 30 days of posting the job order.	For 50% of Job Orders
1D.	Respond to business requests for assistance within 24 hours.	100%
2A.	Inquiries by business about locating in the county.	50% Increase
2C.	Exports from county-based businesses and foreign investment in the County.	50% Increase

If there are questions about this business plan, please contact Christopher J. Jicha, Administrative Analyst III, at (909) 386-3084.



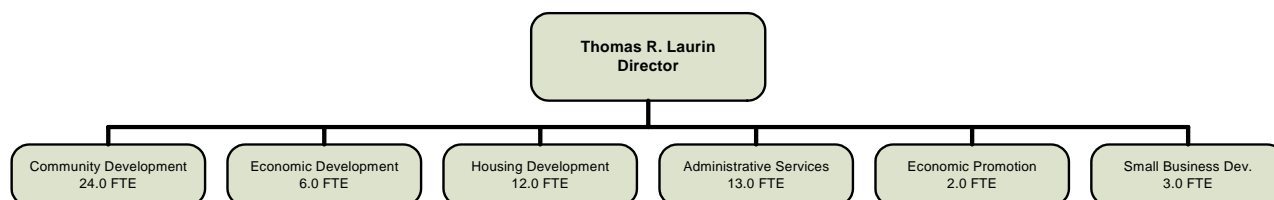
COMMUNITY DEVELOPMENT AND HOUSING

Thomas R. Laurin

I. MISSION STATEMENT

The Department of Community Development and Housing works to improve the quality of life for residents of the county through the identification, obtainment and administration of local, state, federal and private funding resources available for community development and housing programs.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Department of Community Development and Housing is responsible for administering federal, state, and local grant funds allocated to the County of San Bernardino for housing and community development programs. Federal funds comprise a large percentage of the total monies included in the department's budget through the Community Development Block Grant (CDBG), the Emergency Shelter Grant (ESG), the Home Investment Partnership Act Grant (HOME), the Neighborhood Initiative Grant (NI) and the Economic Development Initiative Program (EDI) Grant.

The Department of Community Development and Housing obtains grants from the U.S. Department of Housing and Urban Development (HUD) to fund construction, new housing construction, housing rehabilitation, economic development, public service and community revitalization projects throughout the county. The primary HUD grants administered by CDH are CDBG, HOME and ESG.

The CDBG program has the purpose of providing decent housing, suitable living environments and expanded economic opportunities, principally for low-and moderate-income persons. The CDBG program offers grant funds for a wide variety of projects to meet local community needs. CDBG funds can be used to build community facilities, roads, and parks; to repair or rehabilitate housing, to provide new or increased services to local residents or to fund initiatives that generate new jobs. In all instances, the CDBG program is governed by regulations issued by HUD. The county's CDBG program is designed to maximize public benefit while fully complying with CDBG regulations and related laws.

HOME funds assist in expanding and preserving the supply of decent, safe, sanitary and affordable housing. The county's HOME program provides loans to non-profit agencies, Community Housing Development Organizations (CHDO's), for-profit housing developers, rental housing owners, and new homebuyers for a variety of new construction, rehabilitation, rental assistance, and home ownership programs. The HOME program is carried out in accordance with HUD-issued regulations. Additionally, HOME funds provide rent subsidies and security deposit assistance to very low-income families.

Emergency shelter and related services are provided to homeless persons from locations throughout the county using Emergency Shelter Grant (ESG) funds. The county sub-grants ESG funds to homeless assistance agencies that operate shelters or provide motel vouchers and rental assistance. These services are coordinated through information, counseling, referral and rental assistance activities to provide a continuum of care to reduce the incidence and severity of homelessness. As with the CDBG and HOME programs, the ESG program is governed by HUD regulations.

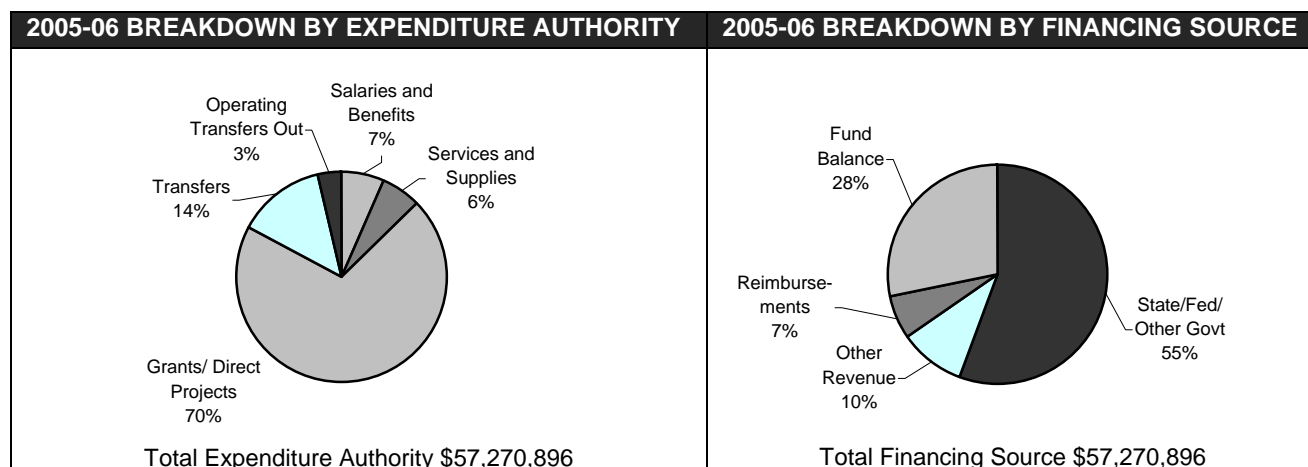
The Department of Community Development and Housing ensures that the county receives, retains and utilizes the maximum grant funds available. This involves writing and administering project contracts with cooperating cities, non-profit agencies and other county departments. CDH coordinates closely with County



Counsel and Risk Management in writing contracts and performs contract compliance monitoring including on-site monitoring visits.

Finally, the Department of Community Development and Housing is responsible for preparing the county's Annual Consolidated Plan and Annual updates and Action Plans, processing grant agreements with HUD, preparing annual consolidated plan performance reports, and coordinating HUD monitoring visits.

IV. 2005-06 BUDGET



V. GOALS & 2006-07 OBJECTIVES AT CURRENT FUNDING LEVELS

GOALS	2006-07 OBJECTIVES
1. Process the HUD-required documents that permit the county to qualify as an Urban County under the CDBG, HOME and ESG programs.	A. Prepare CDBG and HOME Agreements with Cities for 2006, 2007 & 2008. B. Schedule and meet time line for Cooperation Agreements. C. Schedule and meet time line for Delegate Agency Agreements.
2. Develop and coordinate the Consolidated Plan process for obtaining the HOME Investment Partnerships Act (HOME), the Emergency Shelter Grant (ESG) and the Community Development Block Grant (CDBG) entitlement formula grants.	A. Prepare the 2006-2007 Action Plan. B. Prepare the 2006-2007 Action Plan Summary. C. Process the 2006-2007 Grant agreements. D. Prepare the 2006-2007 ESG RFP. E. Prepare the 2006-2007 HOME Community Housing Development Organization (CHDO) RFP.
3. Overseeing the implementation of new and continuing CDBG, HOME and ESG projects approved in the annual Action Plan and amendments.	A. Establish a target date for contract & A&B execution within one month upon project funding. B. Provides project management for funded activities, set and meet implementation goals.
4. Prepares an annual performance report covering the Consolidated Plan Grant Programs for submittal to the Department of Housing and Urban Development (HUD).	A. Prepare HUD required reports. B. Implement the HUD IDIS system for reporting and the drawing of grant funds. C. Provide program monitoring to insure compliance by assisted activities.



The Community Development and Housing goals were selected to assist in identifying the main mission of the department. The goals provide an awareness of the steps that must be taken to guarantee the receipt of the federal entitlement community development and Housing grants totaling over \$14 million dollars each year. In San Bernardino County, we use CDBG Funds to leverage local and private financing to assist in the revitalization of our neighborhoods. Our per capita income is significantly below the national level and as a result, we find it difficult to generate local financing to make necessary improvements to our declining neighborhoods. Last year in San Bernardino County unincorporated communities and cooperating cities, CDBG assisted in improvements to 43 neighborhood facilities including parks and recreation facilities, facilities for senior citizens and disabled persons, fire stations, teen and community centers, and libraries. Also, CDBG enabled the county to construct fourteen infrastructure improvement projects in our low-and moderate-income neighborhoods. Without CDBG, these improvements would not have occurred and our neighborhoods would have experienced further decline.

CDBG has been an important source of funding needed in the County of San Bernardino for assisting low-and moderate-income homeowners in making their homes more livable and further improve the quality of housing in the community. Last year over 270 homes were repaired at no cost to our senior homeowners. Further, CDBG has permitted the county to make below market financing for 60 homes in need of rehabilitation.

In addition, CDBG assistance has made vital human services available to over 39,000 people of all ages in San Bernardino County through 92 community-based programs. These services range from crisis pregnancy counseling, to mother-infant care, to child care, to cultural education for children, to after school homework and tutoring programs, to gang and substance abuse intervention services, to immigration services, to family crisis intervention, to domestic violence shelter and homeless shelter services, to meals for homebound disabled and senior citizens.

Nationally, CDBG has created in excess of 90,000 jobs for lower income persons. Of these jobs, 6,770 have been retained or created in the County of San Bernardino. This infusion of development capital has had a multiplying effect on local economic output and further job creation.

The HOME Investment Partnerships program builds upon the significant capacity and experience of county and other local and state governments to design and implement affordable housing programs for low- and moderate-income persons. HOME funds in the amount of \$1,193,300 were used to fund twenty-nine (29) "Silent Second" Trust Deeds to assist First Time Homebuyers under the Homeownership Assistance Program during the 2004-05. In addition, the HOME funded Tenant Based Rental Assistance Program provided rental assistance in the amount of \$622,013 to 129 low income families and security deposit assistance in the amount of \$564,197 to 436 low income families during the 2004-05.

PROGRAM APPLICATION PLANNING

The Department of Community Development and Housing prepared the current five-year Consolidated Plan in late 2004 and early 2005, which was adopted by the Board of Supervisors in April 2005. The Consolidated Plan was submitted to HUD on May 31, 2005. The plan covers 2005-06, 2006-07, 2007-08, 2008-09 and 2009-10. The Consolidated Plan is a fluid document and can be updated annually to reflect changing needs, project priorities and the annual grant allocations from HUD. The annual updates of the Consolidated Plan will be presented to the Board of Supervisors for approval each year in April and submitted to HUD in May.

HUD regulations governing the development of the five-year Consolidated Plan require intensive citizen participation through local needs assessment meetings. Projects subsequently selected for funding must consider the needs identified at those meetings. Twenty-four (24) Community Needs Identification Forums for the new five-year plan were held in October and November of 2004. Each of the thirteen cooperating cities held a needs identification forum. Also, Community Needs Forums were held in unincorporated areas throughout the county. These forums invited local residents to consult with city and county officials and testify about housing, economic, and community development needs in their neighborhoods.

CDH staff organized and conducted needs identification forums in the following unincorporated communities: Hinkley/Helendale/Trona Region (forum held in Hinkley), Bloomington, South Montclair, Crestline and Mountain Communities (forum held in Crestline), West Fontana, Joshua Tree/Morongo Basin Area (forum

held in Joshua Tree), Lucerne Valley, Muscoy and the Tri-Communities of Phelan, Pinon Hills and El Mirage, and including Wrightwood (forum held in El Mirage).

The needs identification forums involved requesting the assistance from each of the cooperating cities in advertising and conducting a forum in their jurisdiction and reporting the results to our office. The unincorporated area forums were held at community facilities and advertised by CDH in local newspapers.

In February 2005, the results of the needs identification forums, along with various mail-out surveys and consultation meetings, were presented to the Board of Supervisors. The results of the needs identification process are used each year to make project funding priority decisions in formulating the Action Plan. For the second year (2006-07), third year (2007-08), and fourth year (2008-09), updated Needs Identification Reports will be presented to the Board of Supervisors in February 2006, February 2007 and February 2008 and February 2009 respectively.

In order to receive the CDBG, HOME, and ESG funds, the county must apply annually to HUD. The Department of Community Development and Housing is responsible for preparing the county's CDBG, HOME, and ESG applications, referred to as an Action Plan under the County's Consolidated Plan. The Action Plan process includes receiving project proposals and identifying projects funding. Normally, this process results in the annual identification of over 400 proposed projects and the funding of more than 200 activities. A three-month project solicitation period begins each year in October. The overall application process concludes in June of the following year after the Action Plan is approved by the Board of Supervisors and is submitted to HUD. During this nine (9) month period, the division meets with community groups, the cooperating cities, and county agencies to develop a list of recommended project proposals. In April, a public hearing before the Board of Supervisors is held to review the application and the list of proposed projects. Public testimony is received and the hearing is continued for two weeks. At the close of the continued hearing, the Board approves the Proposed Action Plan and directs staff to prepare the Final Action Plan and submit it to HUD. Funding for the approved projects is released from HUD in July. The Action Plan is distributed to each public library and cooperating city. The Consolidated Plan also can be found on the county website. Also, a Citizens Summary of the CDBG Action Plan is prepared and placed on the county CDH website.

CDBG PROGRAM IMPLEMENTATION

The Department of Community Development and Housing is currently overseeing the implementation of over 415 active projects of which 165 are new or received additional funding for the 2005-2006 program year. These projects include both capital improvement and public service projects. Capital improvement projects, such as the construction of street improvements or community facilities, are usually implemented by a cooperating city or a county department over a multiple-year period. Public service projects such as funding for the domestic violence shelters, youth recreation and advocacy services, or legal aid counseling, are generally provided by community-based organizations during a one-year period. Some of the funded services such as literacy education have been provided by county agencies.

The oversight responsibility for the implementation of the CDBG funded projects is extensive. Projects located in a city are usually implemented by the city under agreement with the county. Projects located in unincorporated communities are implemented by county departments or community organizations. CDH is responsible for preparing the contracts for each activity.

The department also is responsible for ensuring that each entity given implementation responsibility carries out their project in a manner that complies with federal regulations. To assist county CDBG subrecipients in meeting the program and county procedures, the Department of Community Development and Housing has developed a Subrecipient Manual. The manual is updated annually and distributed at regional training workshops. A copy of the county's CDBG Subrecipient Manual can be found on the county CDH website.

PERFORMANCE REPORTING

After each program year the Department of Community Development and Housing prepares an annual performance report covering the HOME, ESG, and CDBG Programs for submittal to the Department of

Housing and Urban Development (HUD). A public hearing is held annually in mid September to review the county's performance and accomplishments under these programs. The citizen comments received are incorporated in the county's annual performance report. The final performance report is a part of the county's Consolidated Annual Performance and Evaluation Report (CAPER), which is required by HUD. The CAPER is sent to county libraries and cooperating cities for public access. CDH also prepares a summary of the CAPER. That document is called the Annual Performance Review. A copy of the Annual Performance Review is placed on County's ECD website. The performance report is used by HUD to evaluate the county's performance in carrying out its activities in a timely manner.

The division also is responsible for prepared semi-annual reports to HUD covering labor standards compliance and minority contracting. These reports, combined with HUD's monitoring, determines if the county has the continuing capacity to carry out the program. Ancillary to the above, is the division's responsibility as the primary contact for HUD monitoring of the County's CDBG, HOME, and ESG programs. All files and systems are open to HUD annually for inspection. CDH coordinates the HUD contact and official county response.

MONITORING

Federal regulations require that CDBG funded projects continue to comply with program eligibility regulations while they are being carried out, and for the life of the improvements constructed or useful life of equipment or vehicles purchased. The Department of Community Development and Housing is responsible for performing the following monitoring duties:

- On-site monitoring visits to non-profit agencies
- Office visits to cooperating cities.
- On-site inspections of completed facilities.
- Written reviews of program income statements from non-profit agencies.
- Labor standards monitoring of construction projects.

To assist agencies in carrying out their responsibilities under the CDBG program, CDH provides a subrecipient training program. The program includes meeting the agencies in a group setting and one on one. The department has written an easy to read training manual that is updated annually.

CDH monitoring and program management efforts are managed and enhanced by tracking and status reports maintained by the Community Development Division. These reports include:

- Current Projects Status Report
- CDBG Fiscal Tracking Report
- Payroll Log
- Subrecipient Monitoring Report
- Subrecipient Contract Tracking Report
- Reimbursement Transaction Tracking System

VI. PERFORMANCE MEASURES AT CURRENT FUNDING LEVELS

OBJT.	MEASUREMENT	2006-07 (Projected)
1A.	Percentage of Emergency Shelter Grant (ESG) "Cold Weather Shelter Program" contracts with non-profit homeless service providers executed within 30 days of completion of RFP.	75%
1B.	Percentage of Community Development Block Grant (CDBG) project Environmental Review Records (ERR) approved by HUD within 90 days of project approval.	80%

If there are questions about this business plan, please contact Thomas R. Laurin, Director, at (909) 388-0808.



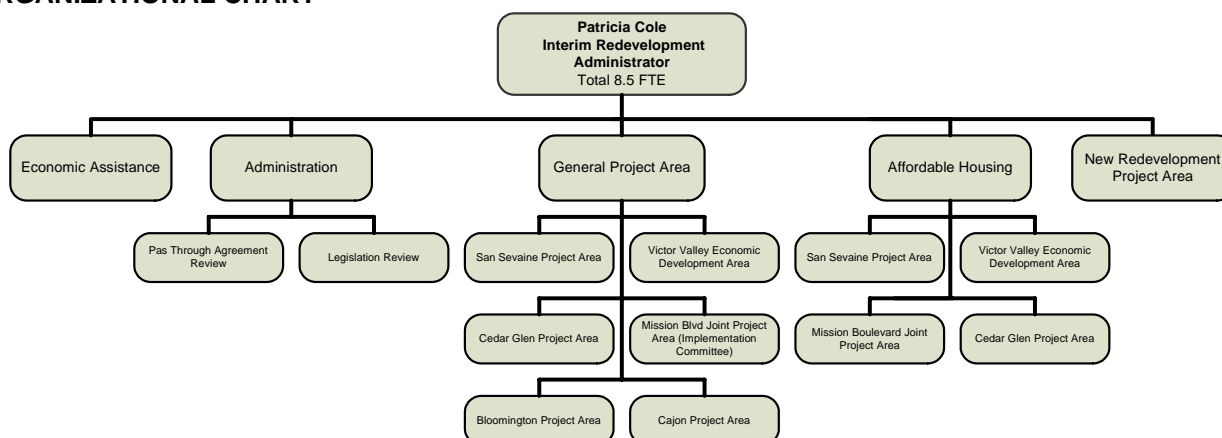
REDEVELOPMENT AGENCY

Patricia Cole

I. MISSION STATEMENT

The county's Redevelopment Agency serves to improve economic opportunities and affordable living conditions within established redevelopment project areas in the unincorporated county, through the effective and efficient utilization of California Redevelopment Law, appropriate use of tax increment revenues, and cooperative programs with other county agencies and communities.

II. ORGANIZATIONAL CHART



III. SUMMARY OF BUDGET UNITS

2005-06

	Appropriation	Revenue	Fund Balance	Staffing
San Seavaine Operating Fund	11,343,625	3,965,000	7,378,625	8.5
San Seavaine Housing Fund	5,901,162	1,065,000	4,836,162	-
San Seavaine Debt Service Fund	3,209,535	1,587,135	1,622,400	-
San Seavaine Capital Projects	4,012,656	74,000	3,938,656	-
San Seavaine Capital Housing Projects	258,338	-	258,338	-
VVEDA Operating Fund	602,699	38,000	564,699	-
VVEDA Housing Fund	352,435	53,000	299,435	-
Cedar Glen Operating Fund	143,003	50,000	93,003	-
Cedar Glen Housing Fund	12,000	12,000	-	-
Mission Blvd Housing Fund	83,757	38,600	45,157	-
Bloomington Operating Fund	333,835	205,000	128,835	-
Cajon Operating Fund	357,304	205,000	152,304	-
TOTAL	26,610,349	7,292,735	19,317,614	8.5

IV. DESCRIPTION OF MAJOR SERVICES

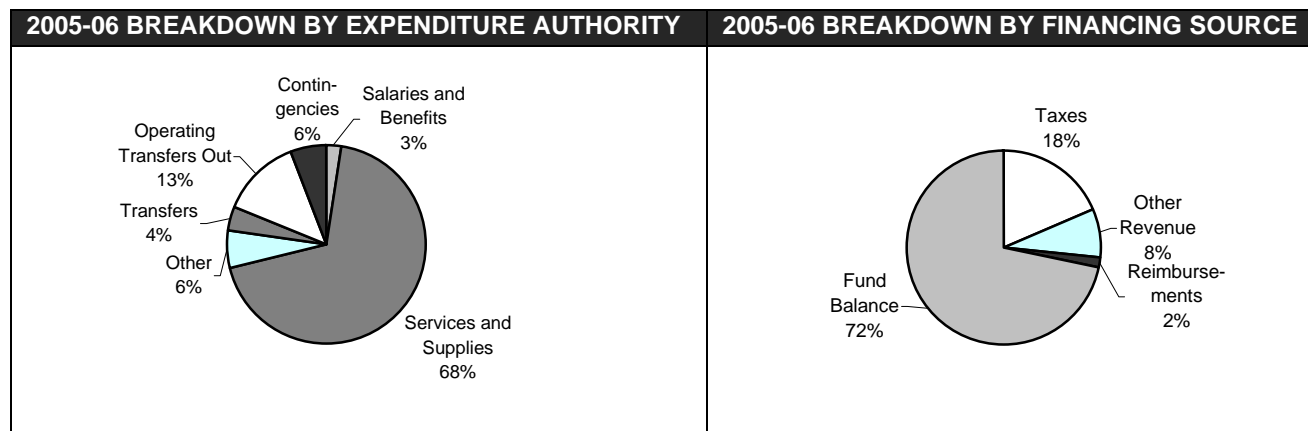
The County of San Bernardino Redevelopment Agency was established under California Redevelopment Law in 1980. Although a study was made at that time to assess the feasibility of establishing one or more redevelopment project areas, no projects were created. In 1995 the former Kaiser site and other blighted industrial property in its vicinity were incorporated into the San Seavaine Redevelopment Project Area. The Project Area was amended in 2004 and 2005 to add additional areas resulting in total acreage for the Project Area of 4005 acres. In 1993 the Victor Valley Redevelopment Project was established for the purpose of providing economic development at the former George Air Force Base. The Project Area is under the direction of the Victor Valley Economic Development Authority comprised of the Cities of Victorville, Apple Valley, Hesperia and Adelanto and the county. The unincorporated portion of the Project Area totals 16,000 acres. In 2003 the County of San Bernardino approved the Mission Boulevard Joint Redevelopment Project



Area, with the City of Montclair which totals 404 acres. In 2004 the Cedar Glen Disaster Recovery Redevelopment Project Area, consisting of 837 acres, was adopted to assist with the rebuilding of part of the area destroyed by the 2003 Old Fire. In 2004 the Redevelopment Agency began initial steps toward the creation of two new project areas in the communities of Bloomington and Cajon (areas in and around Muscoy).

The Redevelopment Agency's major goals in the project areas are to encourage private sector investment in the development and redevelopment of the area by removing impediments to growth, eliminating and/or preventing the spread of blight and deterioration, correcting infrastructure deficiencies, rehabilitation of affordable housing for low and moderate income households and augmentation of the existing supply of low and moderate housing.

V. 2005-06 BUDGET



VI. GOALS & 2006-07 OBJECTIVES AT CURRENT FUNDING LEVELS

GOALS	2006-07 OBJECTIVES
1. Elimination and Prevention of blighted conditions within unincorporated areas of the county.	A. Creation of new project areas B. Creation and adherence to development standards C. Ensure that capital improvement projects are carried out as planned in the work program and the capital budget D. Enforce agency's development standards and conditions, and removal of blighted condition through active code enforcement
2. Retention of business currently located within project areas.	A. Retain business in the project areas through financial assistance B. Retain business through coordination of county services to address business needs
3. Promote Economic Development in project areas through attraction of new business.	A. Increase new business inquiries to project areas through marketing activities. B. Attract new business to locate in the project areas through financial assistance.
4. Rehabilitation of affordable housing for low and moderate-income households benefiting project areas.	A. Select neighborhoods, streets or projects to target rehabilitation activities. B. Conduct major rehabs on owner- and tenant-occupied housing units. C. Conduct minor rehabs on owner- and tenant-occupied housing units.



GOALS	2006-07 OBJECTIVES
5. Augmentation of the supply of low and moderate housing benefiting project areas.	A. Purchase land as sites for low & moderate income housing development. B. Construct new homes to increase supply of low & moderate income housing. C. Provide eligible applicants financing programs to include mortgage write-downs and other assistance.

The goals of the Redevelopment Agency are patterned after the mission of redevelopment agencies within the State of California as specified in the California Redevelopment Law. The removal of blighted conditions and the promotion of economic development within project areas work hand-in-hand to create a viable economic base and improve the economic opportunities for current business located therein, and new prospective business. The preservation and augmentation of affordable housing units will provide communities within or adjacent to project areas an inventory of housing dedicated to this use for years to come. The addition of new and renovated low and moderate housing will provide an improvement to the quality of life for all residents of the these communities.

Several of the objectives for 2006-07 are predicated upon direction provided by the Board of Directors and the action of the Project Area Committees of the various project areas. The agency's ability to respond to applications for assistance from business and low and moderate income households is impacted by the amount of funding available to the agency. Objectives 1C, 2A, 3B, 4B, and 5ABC are particularly affected by the availability of funds.

Marketing strategies implemented in the San Sevaire Project Area have proved to be very successful and have improved the public perception of the activities undertaken by the Agency within the project area. One of the goals for 2006-07 involves application of these marketing strategies to promote similar benefits in other project areas as have been experienced within the San Sevaire Project Area.

VII. PERFORMANCE MEASURES AT CURRENT FUNDING LEVELS

OBJT.	MEASUREMENT	2006-07 (Projected)
1B.	Complete development standards for each project area within 12 months after the project area adoption.	100%
1B.	Process reimbursement of the agreed upon capital projects within 10 business days.	70%
1B.	Complete investigation of code enforcement complaints within 5 days of receipt.	70%
1C.	Achieve compliance with Code Enforcement directive within 30 days.	25%
2A.	Complete initial review of financial requests within 30 days. Provide assistance packages that retain viable and eligible business.	75% For 60% of requests received
2B.	Set meeting with other applicable county department and businesses within 15 days of request for assistance.	80%
2B.	Develop business retention assistance package.	For 60% of requests received



OBJT	MEASUREMENT	2006-07 (Projected)
3A.	Number of direct and indirect marketing efforts.	10% Increase
3B.	Complete initial reviews of financial assistance requests within 30 days of receipt.	75%
3B.	Provide assistance packages that attract viable and eligible new business.	For 30% of requests received
4A.	Complete initial review of submitted applications within 90 days.	90%
4A.	Process eligible applications within 6 months.	90%
4B.	Complete projects with final approval within 1 year.	75%
4B.	Complete initial review of submitted applications within 90 days.	90%
4B.	Process eligible applications within 6 months.	90%
4B.	Complete projects with final approval within 1 year.	75%
5A.	Complete initial review of submitted applications within 90 days.	90%
5A.	Process eligible applications within 1 year.	80%
5B.	Complete projects with final approval within 2 years of compliance of applicant.	75%
5B.	Complete initial review of submitted applications within 90 days.	90%
5B.	Process eligible applications within 6 months of receipt of completed application.	80%

If there are questions about this business plan, please contact Doug Mayclin, Staff Analyst II, at (909) 381-7993.



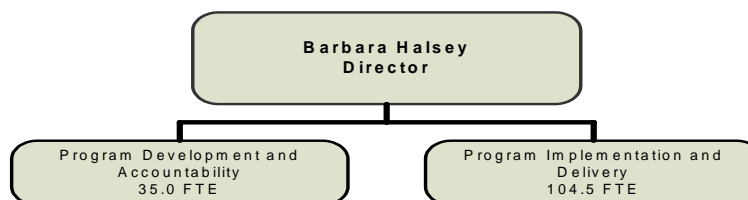
WORKFORCE DEVELOPMENT

Barbara Halsey

I. MISSION STATEMENT

Workforce Development, formerly Jobs and Employment Services Department (JESD), provides comprehensive employment, training, and support services in accordance with the Department of Labor (DOL) Workforce Investment Act (WIA), that respond to the needs of job seekers, businesses, and communities within the County of San Bernardino.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Workforce Development Department provides holistic services to job seekers, incumbent workers, entrepreneurs and employers. The department is responsible for administering and operating programs under the Department of Labor's Workforce Investment Act. Funding for programs operated is allocated at the federal level, and comes to the county from the State Employment Development Department/Workforce Investment Division. Through this funding stream, services are delivered to job seekers and businesses throughout the county via the Departments Employment Resource Centers. These offices are called the Workforce Investment Employment and Business Resource Centers and are strategically placed in three of the county's economic regions. The West End office is located in Rancho Cucamonga, the East Valley office is located in San Bernardino, and the High Desert office is located in Hesperia. The department will implement full electronic access to the system with its phase-in of the web-based Workforce Investment Network (WIN) site in 2005-06.

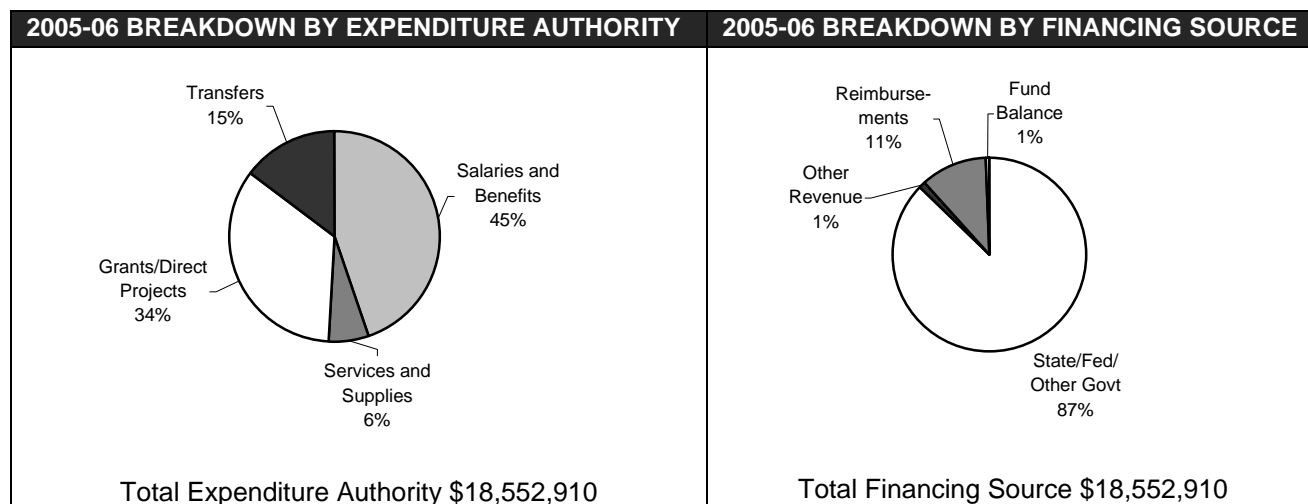
The primary customers served by the department are businesses and job seekers. The department has adopted "Our Job is Your Future" as its motto, and holds the following vision in the performance of its work: We are a nationally recognized, award winning workforce system that successfully serves job seekers, businesses and the community to ensure economic vitality in San Bernardino County.

The department supports the mission of the county through its provision of services to businesses and job seekers. Committed to operating a demand driven service delivery system, the department has developed a reputation for excellence in serving the workforce needs of businesses. Understanding that increased employment opportunities enhance the quality of life for residents, the department strives to ensure that the needs of local businesses are met by providing them with a skilled workforce. It connects with economic development professionals and organizations in order to understand the growing job base that new businesses bring to the county, and to assist in attracting new business by offering training and hiring incentives as funding allows. The department works to meet the on-going needs of existing businesses as they face the challenge of maintaining a qualified workforce. In order to accomplish the task of workforce development, the department links educational providers to business communities with the goal of assuring training developed and delivered is demand driven producing the workforce needed by businesses today and in the future.

The Workforce Investment Board administratively oversees the programs offered through the department. This Board is comprised of private business representatives and public sector partners who have been appointed by the County Board of Supervisors.



IV. 2005-06 BUDGET



V. GOALS & 2006-07 OBJECTIVES AT CURRENT FUNDING LEVELS

GOALS	2006-07 OBJECTIVES
1. Increase number of customers provided universal services.	A. Effectively market career information and advancement services offered at the Employment Resource Centers.
2. Meet or exceed all WIA enrollment and performance standards.	A. Enroll 450 customers in Adult services. B. Enroll 200 customers in Dislocated Worker services. C. Enroll 230 Older Youth in the Youth Programs. D. Enroll 120 Younger Youth in the Youth Programs.

The department's goals are reiterations of the standards negotiated with the State of California and are the measures used for the determination of funds allocated. The department is establishing other measures during the next year that will give us the ability to compare our program to others in the state and the nation.



VI. PERFORMANCE MEASURES AT CURRENT FUNDING LEVELS

OBJT.	MEASUREMENT	2006-07 (Projected)
1A.	Number of customers using Universal services at the Employment Resource Centers.	5% Increase (80,000)
2A.	Enroll Adults (1) Entered Employment (2) Retained Employment	73% (330) 60% (270)
2B.	Enrolled Dislocated Workers (1) Entered Employment (2) Retained Employment	80% (160) 70% (141)
2C.	Older Youth (1) Entered Employment (2) Retained Employment	63% (147) 48% (111)
2D.	Younger Youth (1) Attainment of skill related training certificate (2) Obtain High School Diploma or GED (3) Remain in school or retain employment	76% (92) 55% (67) 50% (60)

If there are questions about this business plan, please contact Barbara Halsey, Director, at (909) 388-4389.

